

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Milsco Manufacturing Redgranite

Wisconsin Manufacturing Extension Partnership

Accelerate Slashes Lead Times, Late Shipments for Milsco

Client Profile:

Milsco Manufacturing Company, a seating manufacturer, has a facility located in Redgranite, Wisconsin that employs 115 people.

Situation:

Milsco manufacturing was plagued with excess inventory, long lead times and late shipments. John Deere, a Milsco OEM, nominated the Redgranite plant to participate in Accelerate, an innovative supplier development initiative of the Wisconsin Manufacturing Extension Partnership (WMEP), a NIST MEP network affiliate, that gives OEMs the chance to support key suppliers with expertise in Lean and other improvement methods.

Solution:

Milsco Manufacturing agreed to participate in the initiative and began by creating a Value Stream Map for a new seat it was making for Deere. "We identified the steps in our process with excess inventory," said Jay Ondra, Milsco Focus Factory Manager for Off Road Seating, "and also discovered that up to 95 percent of the process time was non-value-added." They developed a number of projects with the assistance of WMEP to reduce MCT (Manufacturing Cycle Time), using Lean tools like 5S, Changeover Reduction, Kanban and Layout Optimization. They added a new glue line, created FIFO (first-in first-out) lanes and developed a new scheduling system. They also performed a capacity analysis of customer demand versus tooling. This led them to purchase additional inserts for tools, which put different customer logos on the seats. The additional inserts allowed them to complete more seats per shift for specific customers. Other improvements included synchronizing certain operations to reduce WIP (work in process) and material handling and reconfiguring production lines to eliminate changeovers that were stopping production.

Results:

- * Reduced MCT by 60 percent.
- * Reduced lead time by 65 percent.
- * Reduced WIP by 60 percent.
- * Improved on-time delivery from 73 percent to 98 percent.
- * Reduced inventory by 35 percent.
- * Reduced scrap by 20 percent.

Testimonial:

"We have a much closer relationship with Deere, thanks to Wisconsin Manufacturing Extension Partnership. With a 60 percent reduction in work in process, the plant looks a lot nicer. Our improved

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delivery performance makes for a better relationship."

Jay Ondra, Focus Factory Manager